



## Ambassador Workshop: Leading From Within

### Impacting People and Results



# Welcome Ambassadors!

Congratulations! You have been recommended and selected to play an important role in the continuous transformation within the department! Our goal is to help you sharpen your axe and grow as a coach and mentor in the support of Leading From Within.

Excellence is what we all strive for everyday in our programs, and that can be demanding! This is a rigorous session tailored specifically for the IDOC Ambassadors to best prepare for the support and development of IDOC personnel while implementing Leading From Within. The next two days will provide a baseline methodology of best practice used by TCG (The Carden Group), plus additional practice and coaching to grow and develop your skills.

We look forward to our time together, and remember that this is a “boot camp” type format - so, get ready to be challenged, have some fun, learn, grow, and help others get better!

## You know you're in the right place if you want to:

- Be a part of, and contribute to, the IDOC transformation.
- Strengthen your personal leadership and communication skills.
- Support an environment that you enjoy with your team.
- Solidify a culture at IDOC that is truly world-class.

## In this session, you will learn:

- The traits, behaviors, and characteristics of an Ambassador.
- How to be proactive and create experiences that nurture better communication.
- How to encourage and strengthen engagement to building stronger relationships.
- How to leverage the available resources and work together as one team.

***You get the best effort from others not by lighting a fire beneath them, but by building a fire within.***

**--Bob Nelson**

# Participant Introduction

Name: \_\_\_\_\_

Time with IDOC: \_\_\_\_\_  
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Goals for the next 2 days:

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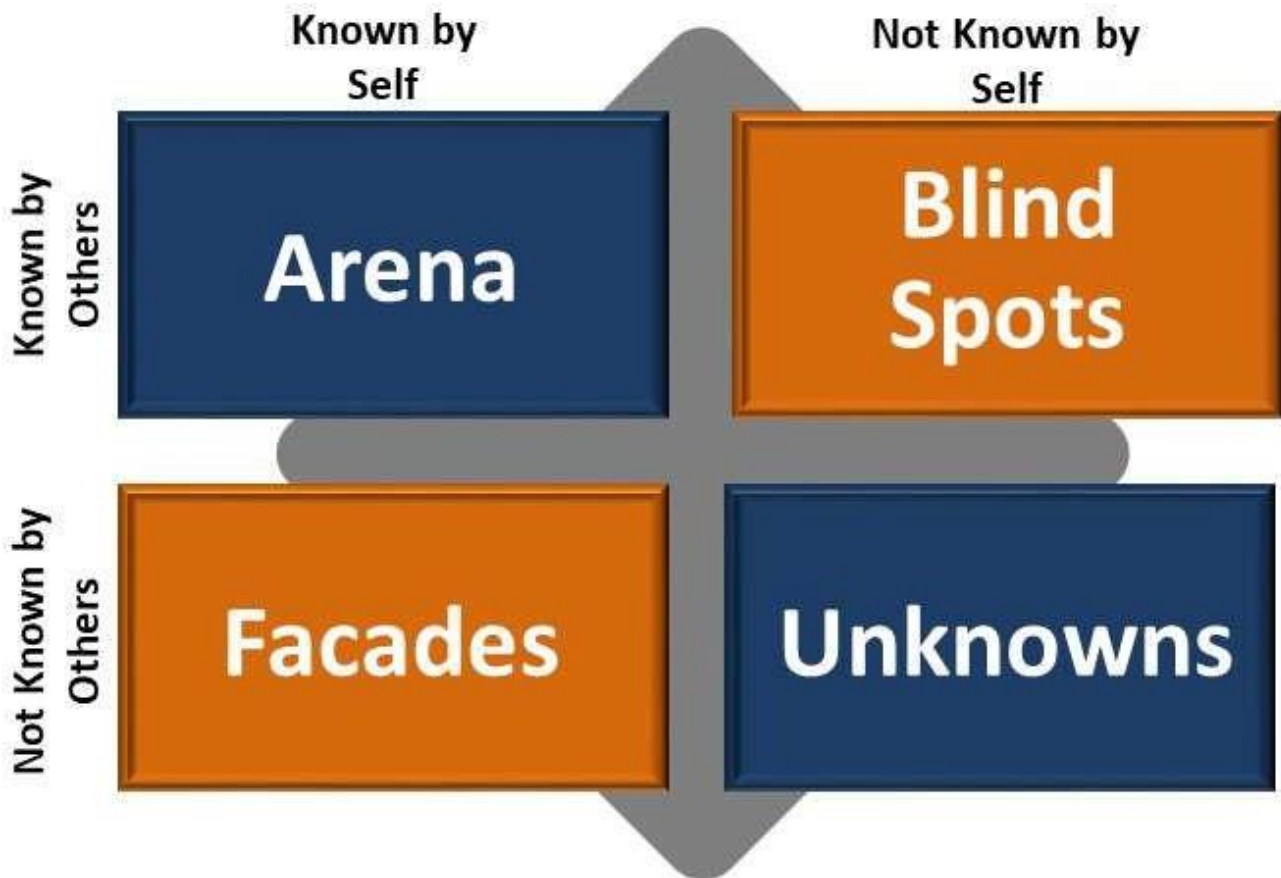
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X \_\_\_\_\_ Date \_\_\_\_\_

# Johari's Window



# Managing Change for Predictable Success

As we work to strengthen your culture and retention, the focus shifts to you and how well you work with others. It's important to create a game-plan for change and sustainment. How well you manage this change is key to the continued success of this initiative.

## Stronger Retention Culture

### **Stronger Relationships:**

- Trust
- Respect
- Rapport

### **Engagement:**

- Creating “opportunity” mindset and eliminating “obligation” mindset

### **Fulfillment:**

- Ensuring growth in their career and role and understanding value/impact

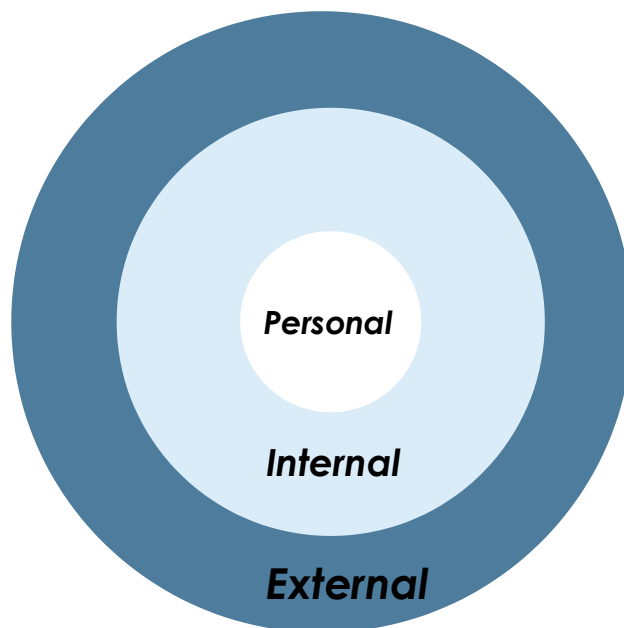
# ***IT DEFINES WHO WE ARE***

# Environments

We understand that within IDOC, it is a highly **reactive** environment. It's extremely hard to plan or predetermine how each day will go! But when you think about this environment, there are really 3 areas of focus:

1. **Internal** – The internal environment are the people you work and interact with every day. People like your peers, your supervisor, administration, and other departments.
2. **External** – The external environment are things that you impact, or that impacts you, that you have little to no direct control over. For example, the offenders, the community, the legislature, etc.
3. **Personal** – Your personal environment is just that: it's your values, your goals, how you act and react, your career path, etc.

The only way to improve your internal environment is to first evaluate, focus, and improve your personal environment. This in turn will naturally impact your external environment.



# Leading From Within

## How We Impact Results

Let's define LEADER:

		Definition	Actions to Demonstrate
<b>L</b>	<b>Lead (by example)</b>	<ul style="list-style-type: none"> <li>• Model the desired behavior</li> <li>• Embody the values you expect</li> <li>• Come to work with energy</li> <li>• Follow through on your promises</li> <li>• Work alongside your team</li> </ul>	
<b>E</b>	<b>Empathy</b>	<ul style="list-style-type: none"> <li>• Listening to understand</li> <li>• Being open to other viewpoints</li> <li>• Authentic</li> <li>• Positive intent</li> <li>• Transparent</li> <li>• Self-awareness</li> </ul>	
<b>A</b>	<b>Action</b>	<ul style="list-style-type: none"> <li>• Solution-focused</li> <li>• Productive</li> <li>• Impactful</li> <li>• Results-oriented (proactive)</li> <li>• Intentional</li> <li>• Follow through</li> <li>• Consistency</li> </ul>	
<b>D</b>	<b>Develop</b>	<ul style="list-style-type: none"> <li>• Develop yourself and others</li> <li>• Stay focused on being proactive</li> <li>• Communicate clearly</li> <li>• Demonstrate and practice</li> </ul>	
<b>E</b>	<b>Empowerment</b>	<ul style="list-style-type: none"> <li>• Delegate</li> <li>• Trust / autonomy</li> <li>• Growth mindset</li> <li>• Success</li> <li>• Allow failure</li> <li>• Ownership / accountability</li> <li>• Confidence</li> <li>• Meaningful feedback</li> </ul>	
<b>R</b>	<b>Recognition</b>	<ul style="list-style-type: none"> <li>• Seeing worth</li> <li>• Know your team</li> <li>• Positive acknowledgement</li> <li>• Intentional (positive)</li> <li>• Be authentic</li> <li>• Evidence-based</li> </ul>	

## Leading From Within - Review

- Styles/Flexing
- CAP
- 3x3
- Skills Transfer
- Value Premise GCG's
- Coaching On The Fly /Leadership Walks
- HEAT Conversations
- TIDES
- De-escalation
- Planning and Conducting Difficult Conversations



# Impactful One-On-Ones

## The purpose of development one-on-ones

- Open up communication
- Provide opportunities for coaching and support
- Allow leaders to become sensitive to and resolve concerns
- Provide opportunities for others to make the connection between their own goals and the goals of the team, division, or department
- Provide a means for exchanging information on progress and problem solving
- Provide opportunities to set and periodically reexamine agreed-upon activities
- Strengthen working relationship

## Guidelines for Impactful One-on-Ones

### These Development Sessions should be...

- Planned for and expected in advance (prework)
- A top priority
- Documented
- Responsive to their needs and social styles
- Uninterrupted
- Leverage “4 I’s” (**Initiate, Inquire, Inform, Identify**)

# Basic One-On-One Development Process

## Rapport

### **Begin dialogue with an agenda statement**

- State the purpose of meeting
- Agenda
  - Current situation
  - Desired situation
  - Build a game plan
  - Gain input on agenda (anything else)

## Discovery

### **Ask questions concerning**

- Current situation vs. desired situation
- What's working and what's not working
- See situation through their perspective
- Discovery Summary (summarize what you heard)

## Solution/Game Plan

### **Build a game plan to the desired situation**

- The solution/game plan ideally comes from them with accountability, or you can recommend a solution/game plan that they agree to execute
- Get clear action steps

## Commitment/Practice

### **Summary of action plan and practice**

- Review action steps
- Practice any development skills if necessary
- Agree on how and when to review results

## Encouragement

### **Affirm your confidence in them**

- Express your optimism
- Be sincere

# Keep Feedback BASIC

As you provide feedback to others, it is important to have impact. To do that, you must involve them in the process. Follow this **BASIC** process to make feedback more effective.

**B**alanced: 2-way conversation (who is holding the microphone).

**A**uthentic: Have positive intent (encouraged not discouraged).

**S**pecific: Ensure clarity.

**I**mpact Focus: What results will be impacted.

**C**ontrolled: Have a follow-up system to ensure action.

Effective feedback is a way of giving input that can be positive (such as a compliment), negative (such as a corrective measure) or neutral (such as a general observation), but it should always be useful to the receiver. Feedback should provide recipients with insight or suggestions that contribute to the desired outcome.

There are 4 types of feedback: Constructive, Corrective, Appreciative, Goal Oriented

1. **Constructive:** Aimed at achieving a positive outcome by providing someone with comments, advice, or suggestions that are useful for their work or their future.
2. **Corrective:** Information provided to an individual or group about how their behavior, actions, style, strategies, etc. are perceived by and affecting others.
3. **Appreciative:** An insight that is offered with a positive and future-focused tone.
4. **Goal Oriented:** Targeted feedback that explains how their performance measures against the set (agreed upon) criteria and what they need to do to improve future performance.

Your goal, with providing feedback, is to encourage personal growth, commitment, and accountability. You must allow others to participate in their development plan and self-discover what they do well, what they can improve on, and the impacts to the organization using both positive and corrective feedback.

## Example Huddle

- Fist bump warm-up
- Goals (fun and relevant)
- Partner discussion (tailwinds/headwinds)
- Topic Review (Skills Transfer)
  - Explain
  - Demo
  - Practice with coaching
- Commitment(s)
- Next Steps: Who does what by when

What do you like about this meeting structure?

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## Station Activities – Practice

For this practice, there are 4 individual stations. You will have 70-90 minutes at each station. During this time, you will experience a “**Huddle**” that you can duplicate back at your location as an Ambassador. Everyone will have time to practice as you rotate across the stations.

**Bring your playbook and QuickCard to each station and take notes as you participate.**

### Day 1

- Station 1: Styles (Identification and Flexing)
- Station 2: TIDES
- Station 3: 3X3
- Station 4: Leadership Walks and HEAT

### Day 2

- Station 1: GCG
- Station 2: Conflict Resolution - Reactive
- Station 3: Conflict Resolution - Proactive

***The four laws of learning are explanation, demonstration, imitation and repetition. The goal is to create a correct habit that can be produced instinctively under great pressure. To make sure this goal was achieved, I created eight laws of learning namely: explanation, demonstration, imitation, repetition, repetition, repetition, repetition and repetition.***

**-- John Wooden**

# Best Practices – Table Discussion

Everyone is working very hard to make Leading From Within an “everyday practice”. As we work through this environmental transition, the focus now shifts to you and how well you work with others. It's important to create a game-plan for this change.

Many supervisors are realizing how using these tools are shifting the way they communicate and creating more open and honest conversations while building stronger relationships with their staff and peers. There are many individual success stories; and having the ability to share these experiences, encourages others to adopt and implement best practices within their facility and district.

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# What Is An Ambassador

Our Mission for IDOC is to create a model working environment system that provides the highest probability of success to drive results and the mission of the department.

This includes how we work with everyone inside and outside the department, ensuring safety at work and at home, and how it impacts everyone we serve. To do this, we must all find ways to improve and strengthen communication skills and build stronger teams throughout the organization.

As an Ambassador, you play a critical role in the support and delivery of the IDOC's goal to create an even better working environment. You have an opportunity to make that promise real with every interaction. And every day, with every interaction, staff makes a decision to stay or leave IDOC.

An ambassador is someone that exudes (or displays) the following qualities and characteristics:

- Authentic optimism for Leading From Within.
- A Role Model for Leading From Within.
- Help lead and support all Leading From Within efforts.
- Facilitate roundtable discussions and one-on-one conversations.
- Help others individually identify and connect with Leading From Within.
- Possess a constant awareness that Leading From Within can mean different things to everyone and that things can change from day to day – Don't be or get discouraged.
- Help keep Leading From Within "front and center" with others through self-awareness and the awareness of others.
- Help "connect the dots" between the current environment and initiatives on a daily basis – demonstrates how Leading from Within fits into everything we do.
- Proactively leverage all available resources to support Leading From Within and work together (along with local admin teams).
- Maintain a personal development plan to continuously build and refine your own skills and increasing your ability to teach and mentor others.

# How an Ambassador Can Support Their Role

An ambassador's role is to lead and "marry" these guidelines and activities into their everyday work environment. Select at least 1 – 2 team members per month that you feel will help move Leading From Within in a positive direction:

- Facilitate roundtable discussions: Choose 1 topic/skill to review, practice, and increase awareness around.
- Discuss with your admin team how to best support Leading From Within on a local level.
- "Take 5": Randomly choose 5 individuals and facilitate a conversation around Leading From Within benefits... (HEAT, GCG, Styles, CAP, Conflict Resolution, 3x3)
- Support your admin team and their efforts: Attend and participate in your admin team sessions, help facilitate when needed, and assist with follow up after sessions.
- Follow up as team members come back from foundation sessions and follow up calls to help them implement their 30-day plans.
- Attend Leading From Within sessions as often as possible to continue your personal development.
- Every day, model one behavior with others without any expectation of reciprocity, recognition, or appreciation.
- Practice interactions using the Ambassador Support Handout.

***A leadership culture is one where everyone thinks like an owner, a CEO or a managing director. It's one where everyone is entrepreneurial and proactive.***

**--Robin S. Sharna**



# The Model Ambassador

INDICATORS	MODEL	YOU

*Leaders instill in their people a hope for success and a belief in themselves.  
Positive leaders empower people to accomplish their goals.*

--Unknown

# Ambassador Value Premise

Step One – Describe what you specialize in doing

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Step Two – Who is impacted by your work?

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Step Three – How do those impacted benefit from your work?

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# Notes

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# Ambassador Retention 90-Day Plan (IDOC)

## **Key Focus Areas**

- Building stronger relationships.
- Ensure clarity and alignment to expectations.
- Ensure everyone is clear on their purpose and value within IDOC
- Better communication amongst each other.
- Recognizing others for the work they do.
- Displaying an attitude of willingness to work together.
- Focus on the future of IDOC and create positive possibilities.
- Neutralize negative attitudes and behaviors.
- Adapt to others.
- Filter communication and focus on the role at hand.

## **Commitments**

- Better attitude.
- Commitment to implement.
- Committed to helping others see positive possibilities.
- Committed to helping create an even better work environment.
- Committed to a better IDOC. Work with local admin.

## **Specific Actions To Be Taken**

- Conducting expectation conversations.
- Work on building stronger relationships.
- Focus on providing recognition and feedback for others.
- Be open to coaching and feedback as this process unfolds.
- Adapting my style to best work with others.
- Creating clarity with my communication.
- Ensure everyone is clear and aligned around their purpose and value.

## **Expected Result(s)**

- Less turnover / Retention.
- Happier staff.
- Better work environment.
- Better morale.
- Lower staff issues and complaints.
- Reduce call ins.
- Safer work environment.

## **Personal Achievement**

- Happier at work.
- Less stress.
- Easier to work with others.
- Clear on what is expected and truly understand my value.
- More respect and pride in my work.
- Know that I am making a difference.

# Your 30-Day Plan

Focus Areas: _____	
<b>Commitments</b>	
<b>Actions</b>	
<b>Expected Results</b>	
<b>Personal Achievement</b>	
<b>Notes</b>	

# IDOC Ambassador Follow Up Readout

Name: \_\_\_\_\_ Date: \_\_\_\_\_

What are you continuing to implement since boot-camp or our last interaction?

- What successes and results have you experienced?
- What challenges have you experienced?
- Is there any confusion that needs to be cleared up?
- How has this impacted you/your facility/district/team?

How has your administration been a part of your efforts?

Do you feel supported by your administration?

Are you staying connected with:

- Your peers?
- Your Admin Team?
- Other Ambassadors?

What other guidance, support, or direction do you feel you need that will enable your success at the local level?

## Action Steps

What specific action steps are you going to take that you will be reporting on in our next follow up meeting?

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